



**United States Senate**  
**Committee on Homeland Security and Governmental Affairs**  
Senator Susan M. Collins, Chairman

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**SENATOR COLLINS HOLDS HEARING ON DHS SECOND STAGE REVIEW**

Washington, DC - Senator Susan Collins (R-ME) today chaired a hearing of the Senate Homeland Security and Governmental Affairs Committee on the results of the Department of Homeland Security's (DHS) Second Stage Review. DHS Secretary Michael Chertoff testified at today's hearing. Senator Collins is the Chairman of the Committee, which has jurisdiction over DHS.

The following was Senator Collins' opening statement:

Today, the Committee will examine the results and recommendations of the "Second Stage Review" of the Department of Homeland Security conducted by Secretary Chertoff. I applaud the Secretary and his team for a thorough analysis of the Department's organization, strengths and weaknesses.

We meet in the aftermath of a grim reminder of why this review is so necessary. The terrorist attacks last week in London remind us that the enemy we face has an unlimited capacity for cruelty. They remind us that terrorists can be blocked again and again, yet they need carry out only one successful plot to cause death and destruction. And, they remind us that we must strive for success every time.

I know we all extend our deepest condolences to the people of Great Britain. I also know that these attacks only strengthen their resolve and our commitment to stand with them against those who would destroy our way of life.

The Department of Homeland Security was created in response to the enormous challenges we face. Our nation was attacked by a new enemy in a new way, and we responded with a massive and innovative effort to better protect our nation against the threats of the 21st Century.

This Committee, which crafted the legislation that established the Department and has confirmed two generations of its top officials, working closely with the Department to continually improve our nation's homeland security posture. We have always viewed our role not as critics of the Department, but as partners in a common cause. Whether the issue is securing our cargo ports or our chemical facilities, equipping and training our first responders, or improving counterterrorism intelligence and information sharing, we have worked with the Department not just to identify problems, but also to forge solutions.

This Second Stage Review comes, appropriately, as the second generation of Department leadership takes over from the commendable start of its predecessors.

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As Secretary Chertoff said in previous testimony shortly after he announced this review, the Department “was created to do more than simply erect a big tent under which a lot of different organizations would be collected.” The Secretary’s announcement yesterday outlined a strong direction for the Department, one of better integration, risk-based planning and dynamism. The proposals put forth in his Review do not construct additional partitions within that big tent, but seek to remove those that are counterproductive to the comprehensive approach this homeland security challenge requires. It is about accomplishing objectives, not about preserving the status quo.

Within this overall theme, of course, there are a great many specifics that we will discuss today and over the coming months, particularly where implementing legislation is required. Among those, we will address several organizational proposals, such as the merger of Infrastructure Protection, Domestic Preparedness and other entities into a new Directorate of Preparedness and the establishment of a much-needed Policy and Planning Office to develop coherent strategies and comprehensive policy guidance at the highest level of the Department.

The Secretary has also proposed the creation of a Chief Intelligence Officer, responsible for both internal and external coordination. I am particularly interested in this proposal, as just three months ago, Senator Lieberman and I urged Secretary Chertoff to assess the Information Analysis and Infrastructure Protection Directorate and its relationship with the Intelligence Community, state, local, and tribal governments, and the private sector. As with so many aspects of homeland security, the collection, analysis, and dissemination of critical intelligence to protect our nation require not just a federal strategy, but a national strategy. I believe that strengthening the Department’s intelligence efforts and giving its chief a direct line of communication with the Secretary would help begin to resuscitate what appears to be a rather moribund and under-utilized part of the Department.

Today we will hear directly from Secretary Chertoff on his proposals and the issues that were discussed throughout the Review process. As I have already noted, we are also keenly interested in hearing about the legislative changes the Secretary will request to implement his proposals.

I hope that the efforts of the Second Stage Review lead to further functional integration. As Deputy Secretary Michael Jackson and I discussed during his nomination process, the Department-wide management functions, particularly in procurement, information systems and finance, must be integrated with and support the Department’s missions. I know the Secretary is also committed to addressing these critical management issues. Secretary Chertoff’s predecessor, Tom Ridge, often described the creation of the Department of Homeland Security as the greatest IPO in history – a merger of unprecedented size and complexity. The organizational challenges are extensive, and DHS will continue to evolve.

I commend Secretary Chertoff for his leadership on this crucial matter and look forward to his testimony today.

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